U.S. Department of Transportation
United States Coast Guard

Commandant
United States Coast Guard

2100 Second Street, S.W.
Washington, DC 20593-0001
(202) 267-1407

COMDTINST 4000.11
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COMMANDANT INSTRUCTION 4000.11

Subj: COAST GUARD LOGISTICS MASTER PLAN (LMP)

1. **PURPOSE**. To distribute the 1993 Coast Guard Logistics Master Plan. This plan will be updated every two years, with the next update in 1995.

2. **ACTION**. Area and district commanders, commanders of maintenance and logistics commands, commanding officers of supply centers, and chiefs of offices and special staff divisions in Headquarters shall ensure that the Coast Guard Logistics Master Plan receives appropriate distribution.

3. **BACKGROUND**.

   a. In April 1988, the Logistics Management Institute (LMI), in their report "Focusing Planning for Supply Management," observed that the Commandant's Long Range View had no planning objective for guiding the development of Coast Guard Logistics. Since that time, Coast Guard logistics managers and other, including the DOT Inspector General (IG), have recognized the need for better logistics management planning. The Coast Guard has undertaken several strategic initiatives to improve logistics management and recognize its importance.

The LMP (Enclosure (1)) integrates these important initiatives into a single, comprehensive plan for achieving the future state envisioned in the Coast Guard Engineering Logistics Concept of Operations (ECONOP).

b. The 1993 LPM was compiled using the draft ECONOP as a guide and input from the LMP Workshop. The workshop met during September 1992 to explore merging aviation logistics and shore logistics and existing vessel logistics plan as directed by G-CCS.

c. Following the workshop the LMP was prepared under the guidance of the Engineering Logistics Steering Committee (ELSC). Because of the complexity and scope of these efforts, this plan is dynamic and will be updated every two years.

4. **DISCUSSION**. Upon receipt of the 1993 LMP, please review the plan. Send any comments and/or suggestions to Commandant (G-ELM-1). Your opinions and input are important and will be used when developing the next LPM.

/s/ ROBERT E. KRAMEK
Chief of Staff

Encl: (1) 1993 Logistics Master Plan (LMP)

U.S. Coast Guard

LOGISTICS

MASTER
PLAN

1993

/s/ R.K. Jones

Submitted by: R. K. Jones, CAPT
Setting Committee

/s/ P.A. Bunch

Reviewed by: P. A. Bunch,
RADM Chairman, Engineering
Logistics Chief, Office of
of Engineering Logistics
and Development

/s/ R. E. Kramek

Approved by: R. E. Kramek, RADM
Chief of Staff

FOREWORD

This is the 1993 Logistics Master Plan. It integrates the various U.S. Coast Guard engineering logistics efforts and strategic plans into a single, comprehensive plan for achieving the future state envisioned in the Coast Guard Engineering Logistics Concept of Operations. It is written under the guidance of the Engineering Logistics Steering and looks forward approximately ten years. Because of the complexity and scope of these efforts, this plan is dynamic and will be updated annually. The business objectives in this plan are established to build on our strengths, address our weaknesses, take advantage of the opportunities and mitigate or avoid the threats.

TABLE OF CONTENTS

Logistics Master Plan

I. Introduction

A. Purpose

This master plan integrates various engineer logistics modernization efforts and existing strategic plans into a comprehensive plan for redesigning Coast Guard logistics.

B. Logistics System

The Coast Guard defines **logistics** as:

A generic term which encompasses all those support activities associated with developing, acquiring, testing, and sustaining the mission effectiveness of operating assets throughout their service lives. The overall objective is to provide the right persons, things, and information, at the right time, at the right place and at a reasonable cost.

Figure (1) shows the elements of a classic system: inputs, outputs, process(es), feedback and environment. The inputs of the Coast Guard logistics system are basic resources--money and people. The outputs are numerous--operating assets, trained operators, maintenance, replacement parts, etc. The processes are numerous and highly interrelated. The environment includes all the forces acting on the system, from physical (e.g., harsh operating conditions) to socio-political (e.g., austere budget climates). Feedback is critical to the efficient and effective performance of the system.

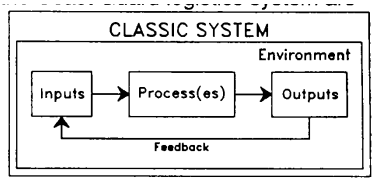
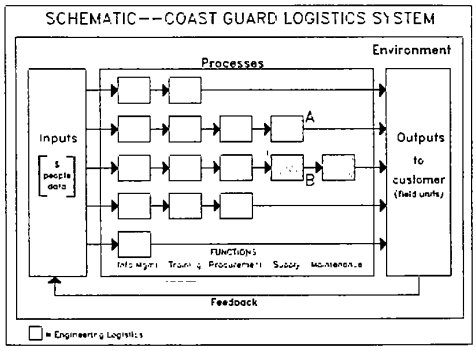


Figure 1

Figure (2) is a simplified schematic of the Coast Guard logistics system which expands the process(es) element of Figure (1) to show some of the key functions performed. Each of the small boxes represents a set of processes in a functional area. These are functional subsystems--with their own inputs, outputs, processes, feedback and environment. For example, in the supply support function, there are some processes that contribute directly to the ultimate customers (i.e., process "A"), and there are some processes that provide outputs to (and are considered inputs for) the maintenance function (i.e., process "B").

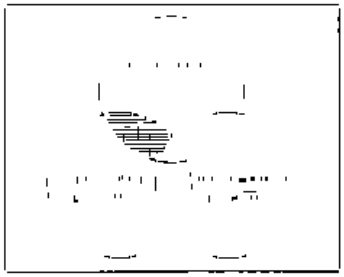


This is a two-dimensional view of a multidimensional system. For example, to simply the illustration, these functions are shown without regard to the facility types (boats, ships, aircraft or shore facilities) they support. Likewise organizational levels are not shown; e.g., maintenance can be performed at the operational, intermediate or depot levels. Finally, each of the functions actually represents a collection of numerous sub-functions and processes. For example, supply support includes provisioning, cataloging, warehousing, transportation, inventory management, reparables management, disposal, etc.

As the figure demonstrates, each of the subsystems (the small boxes) relies on various others for its success. The "customer-supplier" relationship which exists between these subsystems is complex and dynamic. The maintenance function, for example, has a very long customer-supplier chain and is a customer of the information management, training, procurement and supply support functions. On the other hand, while the training function may not depend upon the functions of supply or maintenance, it has a larger number and variety of customers, including the end customer and various support functions in between.

Another way Coast Guard logistics can be categorized is into component subsystems which parallel the Coast Guard's definition of logistics..."to provide the right persons, things and information...." We call these subsystems personnel, engineering and information logistics, respective [figure (3)]. For example, engineering logistics includes those elements of the total system that are inherently engineering in character. The major elements of this subsystem are design, maintenance, configuration management and supply support Personnel and information logistics can be similarly categorized. Elements of personnel logistics include work force planning, recruitment, training, assignments, compensation, etc. Information logistics includes information systems, telecommunications, data administration, IRM standards, etc.

As the Venn diagram at right shows, there are overlaps (the shaded parts of the figure) between the various components of the total logistics system. An example, of the overlap between engineering and personnel logistics is force management of technical rates (EM, DC, etc.). Both engineering logistics and personnel logistics have roles to play in force management. Similarly, there are overlaps between engineering logistics and information logistics, such as the development of information systems to support engineering logistics process.



Logistics System

C. Scope

Coast Guard doctrine mandates integration of the logistics functions. Implementation, however, is difficult. The Coast Guard has chosen to attack the problem incrementally by first addressing engineering logistics. This "Logistics Master Plan," therefore, describes the initial efforts at improving Coast Guard engineering logistics.

II. Future View

Integrating engineering logistics is a highly complex task. To be successful in this effort, there must be a consistent, well understood, view of what an integrated engineering logistics system looks like This "future view" must provide a common framework and end state toward which all logistics efforts can be focused and should look forward ten to fifteen years.

A. Values, Vision, Mission and Doctrine

Our view of the future engineering logistics system is largely determined by our belief about Coast Guard Logistics and the role it plays in the greater Coast Guard mission. These beliefs are embodied in our Values, Vision, Mission and Doctrine and are included as Appendix I.

B. Engineering Logistics Concept of Operations

The Concept of Operators (CONOP) provides a conceptual view of the optimal state for Coast Guard logistics and also provides a framework for the development of the business practices and information management systems needed to support this future state. A CONOP has been developed and approved for Vessel Engineering Logistics, which is one component of engineering logistics. A more comprehensive Coast Guard "Engineering Logistics CONOP" is currently being developed to address all engineering disciplines (aviation, shore and vessel). A preliminary draft Engineering Logistics CONOP is included as Appendix II.

III. Strategic Plan

The Strategic Plan outlines the steps and approach we take to reach the future state envisioned in the Engineering Logistics CONOP.

A. "SWOT" Analysis

One of the more traditional and reliable methods for establishing strategic goals and business objectives is a "SWOT" Analysis. This consists of an Internal Assessment of **S**trengths and **W**eaknesses and an Environmental Analysis of **O**pportunities and **T**hreats.

Several studies of various parts of the Coast Guard logistics system have been completed in the past few years. These documents were particularly helpful in the internal assessment--identifying strengths and weaknesses. There are also a number of strategic a number of strategic plans and other studies that have been useful in the environmental analysis--identifying potential opportunities and threats. In addition, representatives from the major Coast Guard logistics providers, as well as key customers, have provided provided invaluable input for both the internal and environmental analysis.

The primary source documents used in the development of this Master Plan are listed in Appendix III. The SWOT Analysis is shown in the following pages.

Strategic Plan

"SWOT" ANALYSIS

Strengths

Common

(APPLY TO ALL)

- CS1 Top management committed to improvements
- CS2 Some good plans and analyses completed
- CS3 Strong advisory team
- CS4 Team approach: cross-functional working groups, executive level steering committees, acceptance of TQM philosophy
- CS5 "Can-do" spirit, quality people with broad technical expertise
- CS6 Self-sufficiency, casualty response
- CS7 Willingness to change -- to use technology, organization, resources differently

Supplemental

AVIATION

- AS1 Working, integrated logistics system structure that delivers a good product
- AS2 Lean and straight forward organizational structure
- AS3 Exceptional capability within the generic aviation logistics community
- AS4 Commonality with DoD/OGA systems/equipment
- AS5 Resource multiplication through "brokering"
- AS6 Strong data system and configuration management foundation

SHORE

- SS1 Wide availability of commercial contractor support
- SS2 Wide availability of commercial sources for spare-parts - no need to form integrated logistics system.
- SS3 Logistics Integrated for specialized hardware (ocean engineering)
- SS4 Technical simplicity of hardware and facilities.
- SS5 Techniques in place for determining adequate staffing & workload balancing
- SS6 Strong and respected field delivery organization
- SS7 Industrial managers want and are ready for industrial program focus and direction

VESSELS

- VS1 Increased customer/partner participation in management processes.
- VS2 Cadre of technical officer and enlisted experts in the engineering program
- VS3 Active participation of senior headquarters and field managers in process improvement
- VS4 Actively involved in the application of Integrated Logistics Support processes to new acquisitions.

Strategic Plan Opportunities | **Logistics Master Plan**

Common

(APPLY TO ALL)

CO1 Positioned to follow others' lead, avoid their mistakes

CO2 Relatively small size (eases implementation)

CO3 Can implement in increments

CO4 IRM technology - cheaper and faster

CO5 Drive change through continuous improvement

Supplemental

AVIATION

AO1 Systems integration

AO2 DoD depot maintenance restructuring

AO3 Air Logistics Center - integrated prod/eng/tech management

AO4 Enhanced logistics requirements determination process

SHORE

SO1 Not many integrated processes to undo

SO2 Technological advances can yield reinvestable resources, particularly ATON program

SO3 Revisions to existing management reports can better identify resource utilization problems. New CEDS will provide tools to improve resource utilization

SO4 DOD and AIA planning framework

SO5 Translate Commandants Strategic Objectives, and operating program plans into facility requirements.

SO6 Integrate legitimate customer requirements

SO7 Integrated effort to combine planning, standards, system discipline, and program evaluation

SO8 DOD/DOT/GSA and NBS standards

VESSELS

VO1 New major systems acquisitions

VO2 Use existing logistics systems as stepping stones

VO3 Earlier and more qualified joint planning and requirements development

Strategic Plan
Weaknesses

Common

(APPLY TO ALL)

- CW1 Lack of long term vision, planning
- CW2 Lack of integration, accountability, discipline
- CW3 No one solely responsible for logistics system
- CW4 No one solely responsible for integrated data
- CW5 Planning not requirements based
- CW6 Poor resource distribution
- CW7 Suboptimization is rewarded
- CW8 Policy and procedures are incomplete
- CW9 Lack of control, measurement systems
- CW10 Lack of understanding of Logistics Life Cycle Support, LCC analysis
- CW11 Fear of change, Fear of mistakes
- CW12 Lack of logistics training
- CW13 No integration of other developed logistics systems (AMMIS, CIM, etc.)
- CW14 Old saturated computer hardware and software
- CW15 No common data definitions
- CW16 Short term activities do not link with long term initiatives
- CW17 Lack of usable measurement data

Supplemental

AVIATION

- AW1 Inability to quantify relationship between input (resources) and output (support to Operations)
- AW2 Current measures of effectiveness and efficiency, while they do exist, are not all theoretically correct
- AW3 Slower than optimum requirements determination/execution process
- AW4 Supply network integration
- AW5 Capital Budget Process external and internal to AR&SC is underdeveloped
  - HQ too busy with maintenance management vs. policy and oversight
  - One year view/programming cycle
- AW6 Fragmented and blurred responsibility assignments over logistics elements

SHORE

- SW1 No one solely responsible for condition of shore plant
- SW2 Many different demands to coordinate and integrate
- SW3 Lack of definition of organizational responsibilities
- SW4 Existing CEDS database unreliable
- SW5 Inadequate level of survey and design funding
- SW6 Role of industrial program needs better definition
- SW7 Maintenance funding base (AFC-30) Not well defined

VESSELS

- VW1 No one solely responsible for condition of fleet
- VW2 Unknown parts usage, inventories, configuration
- VW3 No OE base for tracking expenditures
- VW4 Inconsistent logistics funding plan
- VW5 Lack of cost estimating capability
- VW6 Obsolete systems for management of technical publications and drawings

Strategic Plan **Logistics Master Plan**

Threats

Common

(APPLY TO ALL)

CT1 Rising logistics support costs: more complicated equipment, more spare parts, changing DoD processes and surcharges

CT2 Greater RCP competition for missions and resources fewer investment resources, diversion of resources from support to operations

CT3 Budget system impatient for return on investments

CT4 Workforce issues older, less educated workforce, but need for better trained, more technical personnel

CT5 Technology refreshment compromised by pace of technical development/purchasing cycle

CT6 Restrictive contracting rules

Supplemental

AVIATION

AT1 DoD depot maintenance restructuring

AT2 Privatization

AT3 Changing environmental standards, laws and regulations

SHORE

ST1 Huge potential cost of environmental cleanup from past activities

ST2 Ability of states to levy fines for noncompliance of activities

ST3 Increased regulation with environmental, historicity, access, seismic, etc

VESSELS

VT1 Growing potential threats of a key supplier (e.g DoD downsizing)

VT2 Declining number of commercial shipyards resulting in reduced competition and increased costs

VT3 DOD depot maintenance restructuring

VT4 Shrinking commercial maritime infrastructure and impact on parts availability for older vessels.

The following sections address specific business objectives for engineering logistics. They are grouped first by time frame (recent, near-, mid- and long-term) and then by management function (planning, organizing, resourcing, evaluating/information and guiding/changing).

B. Recent Accomplishments

Listed below are the significant engineering logistics accomplishments completed in FY92 and early FY93. For each accomplishment the date (month and year) and specific SWOT items addressed by that accomplishment are listed.

1. Planning

#	Date	SWOT Item(s) Addressed	Description
RP1	FEB 92	CS1,2,CW1,2	Completed FY92 Logistics Master Plan
RP2	APR 92	AS1,2,AO3,4,AW3	Published AR&SC Five year Business plan
RP3	JUL 92	CS2,7,CW5,6	Developed improved maintenance plans and long range forecasts of spare parts (including cutter class plan, long range maintenance plans, and mandatory allowances) for 270' WMECs
RP4	AUG 92	CS2,CO4,CW1,2	Completed SUPCEN Information Systems Plan (ISP)
RP5	SEP 92	CS2,CW1-3,5-6,8-10	Completed Concept of Operations (CONOP)
RP6	DEC 92	VS1,CT1,CW8	Developed Memorandum of Understanding with SPCC for life cycle support of PAXMAN diesel engines for 110' WPB.

2. Organizing

RO1	NOV 91	AS1,2,5,AO1,3,AW6	Began product line management at AR&SC
RO2	MAR 92	CO1,8,CT1	Identified CG participants in DOD/GSA Astray Freight program
RO3	AUG 92	CS1,SO7,CW2,9	Created Industrial Management Staff in MLCA and MLCP shore divisions
RO4	NOV 92	CS2,CO3,CW6,CT4	Complete the transfer of non-supply tasks away from the SK rate and Warrant F&S specialty
RO5	DEC 92	CW1	Implement Environmental Compliance and Restoration (EC&R) Program Coordination.

3. Resourcing

#	Date	SWOT Item(s) Addressed	Description
RR1	MAR 92	CS1,CW11,CT4,VW1	Provided Configuration Management data management billets to field
RR2	SEP 92	SS7,SO7,CW6,9	Created separate funding account for industrial support activity accounting (AFC-38)
RR3	SEP 92	AS1,6,AO1,1,AW3,4	Received funding for AMMIS(a)/ACMS integration

4. Evaluating/Informing

RE1	MAR 92	CS3,CO4,CW6,9,17	Developed Scope of Work and conduct pilot Configuration Review
RE2	MAR 92	CS3,CO4,CW9,11,17	Installed pilot CMPlus on 140' WTGB
RE3	APR 92	CS7,CW6,17	Completed CSS installation and inventory baseline for 378' WHECs
RE4	JUL 92	CS4,CW8,10	Established system to monitor ILS efforts for all existing and planned acquisitions
RE5	SEP 92	SS7,CO2,3,5,SO7	Installed Industrial Management System at two prototype locations

5. Guiding/Changing

RG1	FEB 92	CW6,8,9,CT1	Published final policies for Spare Parts Control program
RG2	FEB 92	SS7,CO5,SW6,CW8	Completed Industrial Support Activity mission statement
RG3	FEB 92	SS7,CW6,8,9,12	Published Industrial Management Program Instruction
RG4	JUL 92	CS2,CW8	Reviewed, redefined (as necessary) and published guidance on various levels of maintenance
RG5	NOV 92	CS1,SO7,CW6,CO5	Completed Group Station Maintenance Natural Working Group Final Report

C. Near-term Objectives (FY93-94)

Listed below are the significant engineering logistics near-term business objectives (FY93-94). For each objective the expected completion date (quarter and year), Leader and specific SWOT items addressed by that objective are listed. The Leader is defined as the organization responsible for reporting the status of that objective.

1. Planning

#	Date	Leader	SWOT Item(s)	Description
NP1	Q2/93	ELM-1	CS2,5,CW6,8,12	Develop preliminary plan to expand and improve training for non-logistics personnel (e.g., PCO/PXO)
NP2	Q2/93	SAIL	CW6,7,10,CT1	Complete SAIL high level cost/benefit analysis
NP3	Q2/93	ELM-1	CW1,2,CO5,CS4,7	Update Logistics Master Plan using participative process... include plans for improving aviation and shore portions of engineering logistics
NP4	Q2/93	ELM-1	CW5	Complete analysis of requirements determination methods (LMI study)
NP5	Q2/93	SAIL	CS2,3,CW1,2,CO4,5, VO2,3,	Develop high-level Fleet Logistics System (FLS) architecture
NP6	Q2/93	SAIL	CW3,16	Develop support plans for Fleet Logistics System (FLS)
NP7	Q2/93	ELM-1	CS4,CW1,2,4,CT1,VS1	Complete conceptual planning for Engineering Logistics Center
NP8	Q2/93	ELM-1	CW2,4,7CT1	Complete planning for Supply Center Consolidation (including Yard Master Plan)
NP9	Q2/93	SAIL	CW10,13,CO1	Review Aviation Maintenance Management Information System (AMMIS) for application to SAIL
NP10	Q2/93	ELM-S/1	CW2,8CT2,CS2,CO3,5	Develop plan for paperless publishing of directives
NP11	Q2/93	MLCA	CW5,VW2,4	Develop improved maintenance plans and long range forecasts of spare parts (including cutter class plan, long range maintenance plans, and mandatory allowances) for 210' WMECs
NP12	Q3/93	ELM-1	CS1,CW2,7	Identify key processes, customers and suppliers for engineering logistics support
NP13	Q3/93	ELM-5	CT4,VO2,VW1	Develop CMPlus Training Plan/policies/procedures

Business Plan **Logistics Master Plan**

#	Date	Leader	SWOT Item(s)	Description
NP14	Q3/93	ELM-1	CS7,CW6,CO3,CT1	Develop plan to reduce "free issue" and expand use of Supply Fund for reparables and on-board unit inventories (LMI study)
NP15	Q3/93	ELM-2	CS2,5,CW12,CO1,3	Establish training requirements for personnel dealing with HAZMAT.
NP16	Q3/93	MLCA	CW5,VW2,4	Develop improved maintenance plans and long range forecasts of spare parts (including cutter class plan, long range maintenance plans, and mandatory allowances) for 180' WLBs
NP17	Q4/93	ELM-1	CS2,3,VS1,CO1,4, CW2,3,6,16VW1,4, CT1,3,VT2	Review shoreside logistics support including industrial bases and potential use of DOD facilities (for maintenance or reparable spare parts); include shoreside support concept for CSS for 110' WPBs and 140' WTGBs (LMI study)
NP18	Q4/93	ELM-1	CO3,5,CW2,6,8,12, CS5,CT3,5	Develop a comprehensive plan for logistics personnel development (including: officer career development , F&S force management, SK force management, resident training for A and C schools, civilian training-- e.g. hazmat, officer training (associate and postgraduate), logistics award program, cross-training, individual development plans, professional society membership, etc.)
NP19	Q4/93	ELM-2	CS2,CW4,8	Determine equipment requirements for mobilization logistics
NP20	Q4/93	SAIL	CW2,4	Complete Information Systems Plans (ISPs) for MLCs and Headquarters
NP21	Q4/93	ECV	SS1,2,3,SW2,3	Define interrelationships between shore logistics and other logistics elements
NP22	Q4/93	MLCA	CW5,VW2,4	Develop improved maintenance plans and long range forecasts of spare parts (including cutter class plan, long range maintenance plans, and mandatory allowances) for 140' WTGBs
NP23	Q4/93	ELM-2	CW2,9	Develop plan to train personnel rotating to new station on PPA/Supply discipline.
NP24	Q1/94	ES-3	CW1	Review strategic goal, business objectives, action plans for industrial management program
NP25	Q1/94	ECV	SS1,2,3,SW2,3	Define shore logistics for civil engineering and integrate requirements into the Logistics Master Plan. (LMI Study)
NP26	Q1/94	ENE	VW2,5	Improve in-house cost estimating capability.
NP27	Q1/94	ELM-2	CS2,CW4,8	Develop sustainability model and, if necessary, software
NP28	Q1/94	ELM-2	CS4,CW8,SO6	Develop standards (or consistent approach) for determining support requirements (including determining levels of maintenance)

Business Plan **Logistics Master Plan**

#	Date	Leader	SWOT Item(s)	Description
NP29	Q2/94	ECV-2	SO4	Establish performance standards for the Shore Facilities Planning Process (SFPP), and use them as measure of system performance to promote continuous improvement.
NP30	Q2/94	ECV-3	SS4,5,SO2	Evaluate commercial/in-house mix and numbers of maintenance forces in light of technological advances in dayboards, buoy maintenance facilities, solar lighthouses, etc.
NP31	Q2/94	EAE-3	AS1,4,6,AO3,AW4,5,8	Improve GSE quality, standardization and support
NP32	Q2/94	MLCA	CW5,VW2,4	Develop improved maintenance plans and long range forecasts of spare parts (including cutter class plan, long range maintenance plans, and mandatory allowances) for 157' WLMs
NP33	Q3/94	ES-3	CW5,6,SW3,6,CO2,3,SS7	Develop planning factors for industrial support activity for use in readiness mobilization issues
NP34	Q3/94	ES-3	CT1,2,CW5,6,8,SW3,6, CO2,3,SS7	Develop force elements for depot/intermediate level support for use in readiness mobilization issues
NP35	Q3/94	ES-3	CW2,6,SW3,6,CO2,3,SS7	Incorporate industrial capabilities into disaster planning
NP36	Q3/94	ECV	SS4,SW2,3	Establish standards for shore logistics configuration management
NP37	Q3/94	SCCB	CW1,6,8	Develop Commodity Management Plans for critical maintenance worthy equipments, based on cutter class maintenance planning through Cutter Support Reviews.
NP38	Q3/94	ECV	SO3,SO5	Define policy for facility/equipment leveling plan maintenance, supply
NP39	Q3/94	MLCA	CW5,VW2,4	Develop improved maintenance plans and long range forecasts of spare parts (including cutter class plan, long range maintenance plans, and mandatory allowances) for 82' WPBs
NP40	Q4/94	EAE	AS1,3-6,AO1-4, AW3,4,8,AT1,2	Analyze alternatives for optimal support of DOD common aircraft
NP41	Q4/94	SAIL	CW2,4,16	Integrate detailed systems designs for Supply Centers, MLCs and HQ into Fleet Logistics System (FLS)
NP42	Q4/94	ES-3	CT2,CW1,2,8,SW3,6, CO2,3,SS7	Develop a maintenance philosophy addressing industrial, electronics, unit and CE community
2. Organizing				
NO1	Q2/93	ES-3	SS7,CS1,CW8,9,14,	Establish an Industrial Support Activity accounting system

Business Plan **Logistics Master Plan**

#	Date	Leader	SWOT Item(s) CO2,3,CW2,SW6	Description
NO2	Q2/93	ES-3	SS7,CS1,CW8,9,14, CO2,3,CW2,SW6	Establish Industrial Support Activity work order procedures
NO3	Q2/93	ELM-1	CW12	Establish C School for CSS training
NO4	Q3/93	SCB	CS7	Relocate Supply Center Brooklyn to Baltimore for future consolidation with Supply Center Curtis Bay
NO5	Q3/93	SCCB	CS7	Develop support agreement with Naval Sea Logistics Center to provide engineering technical service support.
NO6	Q3/93	ECV-2	SS6	Establish a Facilities Design Standards Review Board responsible for publishing facility design standards, meeting as necessary to discuss, approve or disapprove proposed changes.
NO7	Q3/93	EAE-3	AS2,AO2,3,AW8,AT1,2	Convene a study to examine the roles and missions of EAE and AR&SC with a goal of assigning HQ level (policy, planning, programming, oversight) roles to EAE and total air logistics to AR&SC
NO8	Q4/93	SAIL	CW2,3,4	Establish a single Headquarters proponent for fleet logistics information systems
NO9	Q1/94	ENE	CS1,8,VW1	Implement "Lead Area" concept for maintenance planning
NO10	Q1/94	ELM-1	CS2,CO3,5,CW8,12	Establish C School for CM
NO11	Q2/94	ES-3	SS7,CS1,CW2,8,9,SW6	Develop production management procedures.
NO12	Q4/94	SCB	CW2,12,CT4	Create generic logistician job series for SCB personnel.
NO13	Q4/94	SCB	CW2,6,CO2,CT2	Develop outline for Warehouse Most Efficient Organization to allow SCB to "compete" with private industry for warehouse operation.
NO14	Q4/94	SAIL	CS12	Provide training for implementation of FLS
NO15	Q4/94	ENE	CW2	Integrate engineering maintenance management with supply support. Integration should encompass organization, processes, and policies under a single command.

Business Plan **Logistics Master Plan**

#	Date	Leader	SWOT Item(s)	Description
3. Resourcing				
NR1	Q3/93	ECV-2	SO5	Make funding of Facility Master Plans a budget initiative.
NR2	Q3/93	EAE-1	AO1,4,AW1,2,5	Conceptually tie sources and uses of funds Pursue a Resources to Readiness model. Conduct an AFC-41 Cash flow analysis-audit.
NR3	Q3/93	ELM-2	CS2,CO3,4,5	Provide FEDLOG hardware/software to identified users.
NR4	Q4/93	SAIL	CW1-4	Complete procurement of hardware for Supply Center Computer replacement
NR5	Q4/93	ELM-2	CS2,CW8,CO1	Establish a standard process and identify resources for handling Transportation Discrepancy Reports (TDRs) and freight claims
NR6	Q1/94	ELM-5	CW9,11,12,CT4,VW2	Complete CSS installation and inventory for 399 WAGB.
NR7	Q1/94	ELM-2	CW6,9,CT2	Develop staffing standards to support civilian traffic managers at each district, large HQs unit.
NR8	Q3/94	ES-3	CO2,3,SS7,CT1,4,CW1,6	Review industrial position qualification and training requirements.
NR9	Q3/94	ES-3	CO2,3,SS7,CW1,6	Evaluate industrial real property assets and program for needed replacements.
NR10	Q3/94	ELM-2	CS2,CW6,CT2	Acquire and distribute property management positions/billets to the field to improve accountability
NR11	Q4/94	ELM-4	CS1,CW2,CO4	Implement initial software version for Supply Center Computer System Replacement
4. Evaluating/Informing				
NE1	Q2/93	ELM-5	CW9,11,12,CT4,VW2 VT4	Complete CSS installation and inventory baseline for 270' WMECs
NE2	Q2/93	ES-3	CO2,SS7,CT2,CW1,6, SW3,6	Determine industrial capabilities
NE3	Q3/93	ELM-1	CO1,4,CW6,9,14,VW5	Develop simulation model to test and evaluate inventory control models
NE4	Q3/93	ES-3	CO2,SS7,CT2,CW1,6, SW3,6	Evaluate data obtained for industrial support activity role in core logistics
NE5	Q3/93	ES-3	CO2,SS7,CT2,CW1,6,	Define core resource needs to accomplish industrial support

Business Plan				Logistics Master Plan
#	Date	Leader	SWOT Item(s) SW3,6	Description
NE6	Q3/93	ELM-2	CS2,5,CO1,5	Convert existing item management data files to a state of the art database in conjunction with DOD conversion.
NE7	Q3/93	SCB	CO1,4,VW4,5,CW6,7,9	Design, develop and implement new Economic Order Quantity model.
NE8	Q4/93	ES-3	CO2,3,SS7,CT2,CW2, SW6	Install Industrial Management Information System at industrial support activities.
NE9	Q4/93	ELM-1	CW2,3,4,9,CO3,5,CS5	Develop performance measures and evaluate the progress/success of the CSS program (LMI study)
NE10	Q4/93	ELM-5	CW9,VW2	Begin to retrofit CMPlus to EILO prototype vessels
NE11	Q4/93	ARSC	AS1,6,AO1,3,4, AW1-3,AW5,8	Establish quantitative measures of logistics system performance.
NE12	Q4/93	ENE	CW9	Develop measures of effectiveness for the Naval Engineering Program.
NE13	Q1/94	ELM-1	CS5,CO5,CW3,CT1	Establish formal/scheduled program of compliance/assist visits for Supply Fund, Personal Property, CSS, etc.
NE14	Q1/94	ELM-5	CW9,VW2	Lead ship configuration review; 270
NE15	Q1/94	ELM-5	CW9,VW2	Lead ship configuration review; 378
NE16	Q2/94	ELM-1	CW9,17	Develop preliminary measures of efficiency and effectiveness and baseline data for supply support (e.g., stockage levels, average parts delay, fill rate, number of system bypasses, allowance effectiveness, customer satisfaction, etc.)
NE17	Q2/94	ELM-1	CW9,17	Develop preliminary measures of efficiency and effectiveness, financial reports and baseline data for inventory management (e.g., number, value, % of total purchases and trends of CG stocked insurance items, consumables and reparables)
NE18	Q3/94	ES-3	CO2,SS7,CT2,CW1,6, SW3,6	Determine industrial support customer needs and identify "core" needs.
NE19	Q3/94	ELM-S/1	CS7,CO1,4	Establish electronic means to disseminate logistics information (e.g., bulletin board)
NE20	Q4/94	SCB	VO2,CW2,13	Include CG unique equipment in SCLSIS (Navy) database.

Business Plan **Logistics Master Plan**

#	Date	Leader	SWOT Item(s)	Description
NE21	Q4/94	ELM-5	CW9,11,12,CT4,VW2,4	Complete CSS installation and inventory baseline for 399' WAGBs
NE22	Q4/94	ES-3	CO2,3	Identify forums for advertising capabilities.
NE23	Q4/94	ELM-5	CW2,8,9,11,12,CO2,4, CT4,VW2,VT4	Complete installation of CM on 140' WTGBs (or shoreside)
NE24	Q4/94	ELM-4	CW2,8,12,CO2,4	Complete installation of barcoding on 270's & 378's (should be first -- match up with CSS)
NE25	Q4/94	ELM-1	CS7,CO4,CW3,9,17,CT1	Develop automated measures of efficiency and effectiveness and baseline data collection (including supply effectiveness at the unit level)
NE26	Q4/94	EAE-3	AS4,5,AW8,AT2,3	Measure and mitigate hazardous material procurement and generation.
NE27	Q4/94	EAE-3	AS4,5,AW8,AT2,3	Educate personnel on environmental requirements and alternative procedures.
5. Guiding/Changing				
NG1	Q2/93	ELM-2	CS1,2,CW8	Publish desktop guide for Property Management
NG2	Q2/93	ELM-2	CS1,2,CW8	Publish revised Transportation Manual
NG3	Q2/93	ELM-2	CS1,2,CW8	Publish ILS policy directives addressing manpower, personnel, training, budgeting, and forecasting major maintenance availabilities and overhauls
NG4	Q2/93	ELM-2	CS1,2,CW8	Develop/publish policy on long range planning that emphasizes life-cycle (from concept to disposal) and requirements-based methods (i.e., operational standards and responsiveness driven logistics support requirements)
NG5	Q2/93	ELM-2	CS1,2,CW8	Evaluate the status of metrication in the government/market place and modify policy as needed
NG6	Q2/93	ELM-2	CS1,3,CW8	Identify appropriate place to publish HAZMAT guidance for new acquisitions.
NG7	Q3/93	ELM-2	CS1,CO5	Review existing ILS instructions for updates and changes.
NG8	Q3/93	ES-3	CO2,3,SS7,CW8,SW3-6	Publish revised Industrial Management Manual
NG9	Q3/93	ELM-2	CS1,2,CW8	Review, refine and republish common ICP procedures as needed (including specific inventory management policies)

#	Date	Leader	SWOT Item(s)	Description
NG10	Q3/93	ELM-2	CS1,2,CW8	For CSS vessels, clarify and publish the roles of Supply Officers and shoreside support organizations
NG11	Q3/93	ELM-4	CS1,4,CW1,2,8	Implement Accountable Item Management (AIM) system to replace current PPA software
NG12	Q3/93	ELM-2	CS1,2,CW8	Establish common allowance list process (including content, format and frequency of updates)
NG13	Q4/93	SAIL	CW2	Award systems integration contract for Fleet Logistics System (FLS)
NG14	Q4/93	ELM-2	CS1,2,CW8	Coordinate update of CG section of DOD MILSTAMP Vol II
NG15	Q4/93	ELM-2	CS1,2,CW8	Republish Supply Policy and Procedures Manual (in increments) including: policy on designating, stocking, and issuing insurance items; and, policies/ procedures for management control, requisitioning and disposal of reparables
NG16	Q4/93	SAIL	CW2,4,15	Complete automated data dictionary for fleet engineering logistics systems for all CG organizations
NG17	Q4/93	ELM-2	CS1,CW8	Update Personal Property Management Manual
NG18	Q4/93	ELM-4	CS1,4,CW1,2,8	Complete implementation of AIM, Ph II (incorporate electronics equipment inventory)
NG19	Q4/93	ELM-4	CS1,3,CW9,CO4	Implement Materiel Management System (MMS), both Central and Unit Level modules to replace current ARMS and accommodate and DOD Modernization (including transaction exchange)
NG20	Q4/93	ELM-2	CS1,2,CW8	Revise Afloat Supply Procedure Manual
NG21	Q4/93	G-TA	CS7,CO4,CW1,2,8,15	Promulgate CG information systems hardware, software, and network standards
NG22	Q1/94	ECV-4	SO3,6,SW2,3	Revise the Real Property Management Manual, improve real property record keeping.
NG23	Q1/94	ELM-1	CW2,4,8,CO3,CS5	Develop feedback system to monitor effectiveness of training
NG24	Q1/94	EAE-1	AS2,5,AW1,8	Implement AETTAC (Aviation Enlisted Training Technical Advisory Committee) to link program requirements to ATTC production. Use the AETTAC as the core group to build QATs to perform rating reviews and qualification review for all aviation enlisted rates.
NG25	Q1/94	EAE-3	AS4,5,AW8,AT2,3	Develop composite material repair and handling procedures.

Business Plan **Logistics Master Plan**

#	Date	Leader	SWOT Item(s)	Description
NG26	Q2/94	ENE	CW8,VW6	Complete initial rewrite of Naval Engineering Manual and PG school programs to tailor training to meet program needs.
NG27	Q2/94	ECV-2	SO6	Develop and maintain Coast Guard specific facility design standards based on customer needs, changing program requirements, and post occupancy evaluations.
NG28	Q2/94	ECV-2	SO7	Commission a cross-functional working group to direct the immediate and complete documentation of the Shore Facilities Planning Process at all organizational levels.
NG29	Q4/94	ENE	CW1,8	Update YARD policy statement to improve YARD focus on program priorities and long term plans.
NG30	Q4/94	SAIL	CW12	Provide initial user/operator training for FLS components
NG31	Q4/94	SAIL	CW2,3	Implement interim standard inventory management software CG-wide
NG32	Q4/94	SAIL	CW1,16	Develop and implement software for interim MLC(v) information system (e.g., maintenance planning, scheduling, work packaging, funds management, contract management, solicitation, parts tracking, technical information control, casualty reporting)
NG33	Q4/94	SAIL	CW14	Implement interim FLS Supply software application group: Provisioning, Cataloging/Outfitting, Inventory Planning, Funds Management, Procurement Management
NG34	Q4/94	SAIL	CW14	Implement interim FLS Supply software application group: SUPCEN Customer Service, Warehousing, Parts Tracking, Item Management, Inventory Control, Reparable Control
NG35	Q4/94	EAEa	AS2,AO3,AW8	Identify career specialities and subspecialties for officers and CWOs. Analyze career tracks
NG36	Q4/94	EAE	AS2,3,5,AW8	Communicate realistic career paths and expectations to our entire officer and enlisted community.
NG37	Q4/94	EAE/ARSC	AS1-4,AS6,AO1-4, AW3,4,AW8,AT1	Improve procurement process: - reduce contract lead times; - develop requirements contracts; - analyze and develop flexible contract alternatives such as BOAs, and Power-by-the Hour maintenance agreements.
NG38	Q4/94	ENE	CW8,VW6	Develop policy, processes and infrastructure to manage the "universe" of all drawings and technical publications, both hard copy and electronic media.
NG39	Q4/94	ELM-2	CW8,CO5	Implement limited resident training and self-taught modules for personnel handling HAZMAT.

D. Mid-term Objectives (FY95-97)

Listed below are the significant engineering logistics mid-term business objectives (FY95-97). For each objective the expected completion date (year) is listed.

1. Planning

#	Date	Description
MP1	1995	Develop improved maintenance plans and long range forecasts of spare parts (including cutter class plan, long range maintenance plans, and mandatory allowances) for 110' WPBs
MP2	1995	Develop knowledge-based decision support systems for logistics management
MP3	1995	Study feasibility of extending the concepts of CSS to other field units
MP4	1995	Develop plan for activity-based cost accounting within logistics program to provide full visibility of all cost components
NP5	1995	Analyze feasibility of transferring consumable items management to DLA
MP6	1995	Define our customers, both internal and external.
MP7	1995	Implement MRP (Materials Requirements Planning) in AR&SC Repair Division.
MP8	1996	Conduct source and level of repair analysis for all reparables.
MP9	1996	Ensure full integration and compliance with the Coast Guard planning system.

2. Organizing

#	Date	Description
MO1	1995	Integrate CG reserve personnel into all elements of the logistics process
MO2	1996	Define the role of logistics policy oversight vs. the role of logistics program management. Coordinate the EAE Strategic Plan with the Logistics Master Plan. Integrate ELM Logistics Policy with EAE Program Management of aviation logistics.

3. Resourcing

MR1	1995	Establish standardized class C training, to support program wide information systems (training on info systems available).
MR2	1995	Procure hardware and/or modernize installed base for field units to support deployed FLS software (including CM)
MR3	1995	Convert CMPlus to the new installed (data?) base
MR4	1995	Evaluate equipment assets and program needed replacements.
MR5	1995	Examine the current inventory valuation policy. Evolve towards a more realistic and technically/financially correct policy, e g LIFO or average costing.
MR6	1996	Develop a depot capacity allocation process.

4. Evaluating/Informing

ME1	1995	Complete installation of CM on 270' WMECs
ME2	1995	Complete CSS installation and inventory baseline for 210' WMECs
ME3	1995	Complete CSS installation and inventory baseline for 140' WTGBs
ME4	1995	Gather data for reversal of Account 19 buy out
ME5	1995	Implement V-metric modeling, if appropriate.
ME6	1995	Develop and implement ATIMS.

Business Plan #	Date	Logistics Master Plan Description
ME7	1995	Implement AMMIS, conduct AMMIS/ACMS integration. Introduce unscheduled maintenance into ACMS. Evaluate activity-based cost accounting and V-metric modeling.
ME8	1995	Establish and maintain a Shore Facility Planning database and provide access to others.
ME9	1996	Develop an executive decision support system that is based on IRM systems and facilitates the oversight and management of the Aeronautical Engineering (Logistics) Program.
ME10	1996	Develop and validate performance measures. Create and institutionalize business plans for both core and marginal activities. Measure variance from the plan to allow management awareness and adjustment as necessary.
ME11	1996	Measure the total cost of every logistics support activity. Define: logistics support activity, cost centers, cost allocation methods. Use reliability (MTBF), repair costs (both industrial costs and inventory costs implied in the DRCT), and field costs to measure total cost drivers for aircraft system support. Focus management on reducing total system costs.
ME12	1996	Complete installation of CM on 399' WAGBs
ME13	1996	Complete CSS installation and inventory baseline for 110' WPBs
ME14	1997	Complete installation of CM on 140 WTGB
5. Guiding/Changing		
MG1	1995	Publish sustainability software and equipment requirements
MG2	1995	Implement FLS Supply software application group: Supply Performance Measures, Supply Cost Analysis, Project Management
MG3	1995	Implement FLS Maintenance software application group: Casualty Response, Maintenance Parts Tracking, Maintenance Funds Management
MG4	1995	Implement FLS Maintenance software application group: Maintenance Scheduling, Maintenance Planning, Work Packaging, Solicitation, Contract Management
MG5	1995	Implement upgraded software applications for Industrial Management
MG6	1995	Examine customer feedback process. Establish a baseline.

Business Plan #	Date	Logistics Master Plan Description
MG7	1995	Develop and maintain accurate minimum maintenance requirements.
MG8	1996	Establish policy and criteria to insure the smooth transition of Coast Guard shore facilities into full compliance with national policies on metrication
MG9	1996	Upgrade SUPCEN computer system to meet expanded FLS software requirements, technological refreshment
MG10	1996	Implement FLS Maintenance software application group. Technical Information Control, Maintenance Management Support

E. Long-term Objectives (FY98-02)

Listed below are the significant engineering logistics long-term business objectives (FY98-02).

Planning

#	Description
LP1	Integrate FLS with other G-E IRM initiatives
LP2	Expand Logistics Master Plan to include all Coast Guard logistics systems
LP3	Using the Elizabeth City Master Plan, develop a long range facilities plan. - complete the AR&SC Facility Economic Service Life Study; - complete the AR&SC Industrial Work Process Flow Study

2. Organizing

LO1	Create Engineering Logistics Center
LO2	Establish a single source of accountability for all fleet logistics
LO3	Seek appropriate capital improvements through the budget process to improve YARD efficiency.

3. Resourcing

LR1	Complete procurement of hardware for FLS as currently envisioned
LR2	Complete procurement of software for FLS as currently envisioned

4. Evaluating/Informing

LE1	Complete installation of CM on 378' WHECs
LE2	Complete installation of CM on 110' WPBs (or shoreside)
LE3	Complete installation of CM on 210 WMECs

Business Plan **Logistics Master Plan**

#	Description
LE4	Implement paperless publishing of logistics directives
LE5	Provide enhanced real-time access to logistics information through applied technology
LE6	Apply knowledge-based decision support systems to logistics management
5. Guiding/Changing	
LG1	Complete migration of current software applications to the FLS; terminate existing applications (SUPCENs, MLCs, HQ, support units)
LG2	Implement FLS Technical Information subsystem
LG3	Implement FLS Management Support software application
LG4	Implement FLS Non-logistics Support software interface applications
LG5	Implement FLS Equipment Management software application
LG6	Implement FLS Logistics Customer Service software application
LG7	Develop policies for implementation of potential decentralized logistics business practices resulting from advanced technology (e.g., telecommuting)
LG8	Meet or exceed all environmental regulatory requirements.
LG9	Evaluate, authorize, and implement environmentally friendly procedures and products.
LG10	Institutionalize a "logistics" vs. a "maintenance" approach to aircraft support.
LG11	Establish Ship Design Policy
LG12	Provide accurate, timely, and easily understood stability information to the operators.

Business Plan

IV. Appendix I - Values, Vision, Mission, Doctrine

A. Values

Our values represent what we really care about and how we want to do business. Our worth as a service organization rests upon these shared values, and they will guide our approach in the future:

QUALITY

Quality comes first. To achieve customer satisfaction, the quality of our products and services must be our highest priority.

HONOR

Honesty, integrity and trust are the backbone of a sustained quality organization that leads to an entrepreneurial environment which values appropriate risk-taking.

TEAMWORK

Involvement, mutual respect and open communication without risk are the foundation for our team-based management approach.

B. Vision

The following statements express our approach to moving toward the future:

We shall provide world-class logistics support.

We shall provide our people with opportunities for personal and professional growth in an environment of trust, integrity, equality, and mutual respect.

We shall support changing Coast Guard needs through continuous improvement, innovation, and technological growth.

And, we shall, in everything we do, support the men and women who carry out the missions of the United States Coast Guard, now and into the 21st century.

C. Mission

The Coast Guard defines logistics as "all those support activities associated with developing, acquiring, testing, and sustaining the mission effectiveness of operating assets throughout their social lives." The following is a statement of what we must do as we move toward the future state of Coast Guard logistics:

We contribute to mission effectiveness of operating assets by ensuring their material readiness and by maintaining force management standards. We provide our customers, the men and women of the Coast Guard, with the right material, service, and information at the right time, in the right place and at a reasonable cost to meet the needs of the service.

D. Doctrine

The Coast Guard is committed to the concept of integrated logistics. Coast Guard logistics policy will be based on the following principles:

Total logistics support is bigger than any one program.

It requires an integrated effort from all elements of the logistics system (e.g., maintenance planning, supply support, training, etc.).

Responsiveness is the primary measure of effectiveness for the logistics system. An effective system delivers required materials to the customer/user within established time frames. Reasonable cost is an important consideration in measuring the efficiency of the system. Together, they measure the success of meeting the overall logistics program objective.

Logistics policies must be developed through a consensus process involving Support Programs, Operating Programs, and field commands.

Logistics information management systems must be modernized and merged to facilitate an integrated, response oriented Coast Guard logistics system and allow for interoperability with DOD logistics networks.

V. Appendix II - Draft Engineering Logistics CONOP

U.S. Coast Guard

Engineering

Logistics
Concept of Operations

Draft

February 12, 1993

FOREWORD

This is a Concept of Operations for the future U.S. Coast Guard engineering logistics system. It places emphasis on service to the operating customer and looks forward about ten years. To implement the future system, some significant changes will be required. However, with this concept as the common vision, plans to implement these changes can be orchestrated and integrated across organizational boundaries.

TABLE OF CONTENTS

Engineering Logistics CONOP

I. INTRODUCTION

A. Purpose

The purpose of this Concept of Operations (CONOP) is to define the future Coast Guard engineering logistics system and describe how it will work in supporting its customers. The general intent is to ensure that all members of the engineering logistics community share a common vision of the future and are working toward the same ends.

Two specific objectives are : (1) to provide a conceptual view of the optimal state for Coast Guard engineering logistics, and (2) to provide a framework for the development of the business practices and information management systems needed to support engineering logistics for aircraft, facilities and vessels.

B. Background

The decision to develop a CONOP arose from the need to bridge the gap between broad strategic visions, as discussed in the Values, Vision, Mission and Doctrine, and specific business plans. This detailed, conceptual view of the optimal logistics system serves as the end state toward which all logistics activities, and hence, all business plans, must be working.

The Vessel Logistics CONOP defined the optimal state for vessel logistics. This CONOP expands the scope of that effort to include all elements of engineering logistics: aviation, shore and vessel.

C. Methodology

Representatives from the various Headquarters Offices and major field unit logistics suppliers, as well as key customer representatives, met in a three-day working conference to discuss logistics issues. At this conference, representatives from the aviation and shore communities were asked to review the Vessel CONOP, and, as much as possible, develop a CONOP for their individual engineering disciplines. Using their input, as well as continued feedback from the conference attendees, the Logistics Management Division (G-ELM) developed this Engineering Logistics CONOP. This CONOP is meant to encompass all aspects of engineering logistics.

It is important to understand that the CONOP is not a plan--that is the function of the Logistics Master Plan and various other implementation plans. The CONOP document is a high level description of the future and this description must be based on solid principles. To be definitive and yet address how the future system will work, the CONOP must identify the critical system characteristics and significant functional roles. Finally, these principles, characteristics and role definitions must be easily understood and presented in a concise, easy to read document.

II. Principles

Any attempt to describe the future must begin by identifying the principles upon which it will be based--the principles which will guide the implementation plans to move us toward the end state. This set of principles represents the most important values that will determine the future. They are grouped into five key categories: customer focus, decision making, decision support, and work force. The principles are intended to be unconstrained by the current state of Coast Guard engineering logistics. Appendix 1 explains these principles in greater detail by expanding on the meaning of the key words and phrases in each principle.

A. Customer Focus

1. Operational missions must drive the logistics response, and the logistics system can help optimize operational effectiveness.

2. The logistics system will be customer-focused, proactive, flexible and responsive to the customer's changing needs.

3. The logistics system will minimize the logistics burden at units performing operational missions.

B. Decision Making

1. The logistics system will be led by a flag level advocate.

2. Logistics decisions will begin in the Concept Formulation Phase and continue through Acquisition, Sustainment, and Disposal based on a logistics system that fully integrates all logistics elements.

3. The logistics system decision making process will be team based. Cross-functional teams, including the customers, will be used to help decide significant issues in logistics planning, policy, execution, resources, priorities, etc.

4. Requirements Based Planning will be used for resource and level of support decisions.

5. Logistics management decisions at the equipment level will be based on life-cycle support issues.

6. Economic decisions for the logistics system will be based on minimizing total costs. A cost accounting and benefit analysis system will exist to support this process.

C. Decision Support

1. The logistics system will respond to changing needs through reengineering and continuous improvement.

2. The logistics system will be supported by an Integrated Logistics Information System. This system will provide for coordinated management decisions and interoperability with DOD/Commercial logistics networks.

3. The logistics system will be Configuration Based and capable of providing visibility of all assets at all levels.

4. The logistics system will be capable of driving out variability. Where variability is appropriate, the logistics system will be capable of managing it.

5. The logistics system will be capable of minimizing system-wide inventories.

D. Measurement

1. The primary measure of effectiveness will be engineering logistics support provided to the unit performing the operational mission. The primary measure of efficiency will be the utilization of resources.

2. The logistics system will be capable of measuring logistics performance at all levels.

E. Work Force

1. The logistics work force, both military and civilian, will have the job skills and tools needed to do the job.
2. Logistics professionals, both military and civilian, will be developed within professionally rewarding career patterns.

III. Logistics System Characteristics

The characteristics of the future engineering logistics system were developed to provide greater definition of the end state. They have been carefully written to avoid reference to any specific organizational solution. They were also selected, from among many possible characteristics, to be consistent will the principles identified earlier. However, there is not a one-to-one match between principles and characteristics. Several characteristics contribute to or support more than one principle. Appendix II is a matrix that shows the relationship between the characteristics and the principles. A shaded box in the matrix indicates that the characteristic on a given row supports the principle in the intersecting column. To facilitate future planning, characteristics have been grouped into the management functions of planning, organizing, resourcing, evaluating/informing and guiding/changing.

A. Planning

Strategic Direction. The Logistics Advocate will set the strategic direction, goals, and objectives of the Coast Guard logistics program and make macro-level adjustments to the distribution of logistics resources. The logistics system will provide the information necessary for the Logistics Advocate and other to evaluate the performance of the system with respect to these objectives.

Logistics Planning. Cross-functional teams will do integrated logistic system planning to support facility, platform and equipment level maintenance and supply plans.

Maintenance and Supply Interdependence. Maintenance-related supply requirements will emanate from maintenance and operations plans. Likewise, the supply situation will be considered in maintenance and operations plans.

Maintenance Planning. Maintenance will be centrally planned and documented for each platform and for selected equipment types. The resulting plans will address maintenance at all levels (i.e., depot, intermediate, and organizational), for each integrated logistics support (ILS) element, and trigger the appropriate planning, programming, budgeting and evaluation.

Maintenance Standards. Maintenance standards will be centrally planned and documented for selected shore logistics services, structures and equipment types.

Centralized Planning for Inventory Management. The purchase and inventory management of selected items, including the placement and quantity of inventory at all levels, will be centrally planned, based on responsiveness and cost considerations. The support plan will be coordinated with visible to the user community.

Mandatory Checklist for Planning Support. Each ILS element will be examined when defining or changing the support plan for an equipment type. To ensure compliance, routine, mandatory checkoff procedures will be used to: (1) transition from one phase of the system life cycle to another and (2) approve design changes at any phase. Only the Logistics Advocate will have the authority to waive deviations from standard checkoff procedures.

Planning for Deployed Logistics. Logistics plans will be modified to reflect the deployed logistics needs for specific missions.

B. Organizing

Integrated Project Management. There will be a mechanism to plan, manage and execute individual logistics projects across organizational boundaries.

Configuration Control. Alteration and change will be managed by a configuration control process which considers all aspects of ILS during each phase of the life cycle.

Facility, Platform and Equipment/Systems Management. Facility, platform and equipment/system management will centralize logistics support planning. Planning and implementing configuration changes for a platform (or class) or major common systems will be managed over its life cycle. Usage aberrations will be detected and corrective actions taken to reduce costs. For facilities, planning and implementing configuration changes will be standards based.

Support Unit. Each platform, as well as selected shore facilities, will have a designated support unit for logistics support. The types of service a platform or facility may receive are: procurement, material receipt, material staging, retail inventory management, parts expediting, transportation, maintenance assistance, maintenance augmentation, maintenance shop services, port services, line services, consolidated spares, material inspection, quality assurance, etc.

Single Point of Customer Contact - Air. There will be a single point of contact between Air Stations and the Aviation Logistics System. The point of contact will coordinate Air Station's needs for technical information, maintenance assistance and supply support.

Single Point of Customer Contact - Shore. There will be a single point of contact between the total logistics system and the unit. The point of contact will also provide the conduit for customer feedback needed to continually improve the total system.

Single Point of Customer Contact - Vessel. There will be a single point of contact between the total logistics system and the vessel. The point of contact will arrange all shore-based logistics services for the vessel (regardless of geographic location, type of funds required, or level of service) and provide a single voice for the logistics system to the vessel. The point of contact will also provide the conduit for customer feedback needed to continually improve the total system.

Air Logistics Management. Logistics management at Air Stations will be centralized.

Vessel Logistics Management. Logistics management for selected cutter classes will be centralized aboard ship. Logistics management for all others will be provided by the Support Unit.

Standard Customer Interface. The logistics system will have a uniform look and feel that does not vary by equipment type, unit type, or geographic location. This will be accomplished through standard, integrated policies, business practices, and information systems, which will not vary with unit design or mission.

C. Resourcing

Logistics Management Development. There will be post graduate training in logistics management, and post graduate training in other specific disciplines will emphasize logistics management.

Logistics Career Patterns. Career patterns for logisticians, consisting of a set of logistics management positions with defined prerequisites and billet/position descriptions, will be identified and defined.

Logistics Skills Training. There will be training in USCG logistics disciplines which will include how these disciplines are practiced in the USCG and how the various elements of logistics come together--policy, standard operating procedures, and information systems--to provide the support needed to meet the operational mission requirements.

Training on Equipment. Training on equipment will be provided for operators and maintainers based on equipment support requirements.

Support at Delivery. Facilities, platforms and major systems will be delivered with planned support in place.

Support Costs of Design Alternatives. The variations and, consequently, the cost of logistics support will be minimized by providing estimates on the life cycle support cost implications of design alternatives.

Minimum Spares Aboard Units. On-board inventories of non-critical, slow-moving/low-use supplies and selected backup equipment will be kept to a minimum.

Calculation of Allowances. Allowance calculation algorithms for parts and consumables will determine both platform and shore-based allowances and will account for mission criticality, usage, configuration, delivery time, weight, volumne, area of operations, and cost.

Allowance Funding. The cost of initial allowances will be centrally funded. The authorizing organization will ensure that funds are available before authorizing any change.

D. Evaluating/Informing

Measures of Effectiveness/Efficiency. Critical measures of effectiveness, efficiency, predictability, etc., will be established to allow the Logistics Advocate and others to monitor logistics performance and make continuous improvement.

Life-Cycle-Based Decision Making. Trade-off, cost-benefit, and value-added analytical techniques will be used to weigh operational requirements against the life-cycle costs of alternative design solutions.

Logistics Modeling Capability. Interactive logistics business models will be used to analyze the performance of logistics and do trade-off, "what if" and "target value" analyses. The models will include the ability to "drill down" through the integrated logistics information base to analyze the variables contributing to results that diverge from plans.

Financial Reporting. The logistics system will provide a financial reporting capability to support (a) cost accounting and inter-organizational charging/billing, and (b) management accounting and cost benefit analysis.

Transaction Data. Requisitions work orders and other logistics transactions will be automatically captured to feed management accounting and cost accounting systems.

Equipment Monitoring. Equipment condition monitoring data needed by the logistics system will be captured, where practicable, through direct interface with systems.

Configuration Data. Configuration based data (including technical information) will be recorded and maintained as a single integrated set of information for acquiring and supporting equipment and platforms. Information about the configuration will start to be collected during requirements documentation and continue to be used and maintained throughout the asset's life cycle.

Configuration Changes. There will be automatic notification and tracking of pending, planned and approved configuration changes, including implementation status to the component level.

Automatic Update. The logistics database will be updated at the time and location of the event. A record of each event will be maintained for audit and analysis purposes. Proper actions will be triggered when planning a change and proper updates will occur as a result of change.

Information Systems Technology. Information systems for future USCG Logistics System users will be based on off-the-shelf technology, including tools that facilitate the production, accessibility, and use of data.

Single Point of Access. Both providers and users will be able to access and exchange logistics information through their workstations.

Visibility of the Supply System. There will be total visibility of the use of the supply system and its performance, regardless of the source of support (i.e., other government agency [OGA], commercial, and USCG), as well as the inventory picture for selected assets at all levels.

E. Guiding/Changing

Logistics Awareness Program. An information program will inform all USCG officers, enlisted personnel, and civilian personnel about the principles, policy, and business practices of USCG Integrated Logistics.

Common Terminology. Common terminology will be used for communication and information management.

Standards and Specifications. Established government and industry standards (e.g., LSA/MILSTD 1388), tailored as necessary, will be applied to each acquisition and modification.

Standard Configuration of First Platform of Class. The first platform of a new class or class-wide modernization will be treated as a prototype until it is retrofitted to conform to a class standard configuration. Prototype status will mean that status will mean that special support will be provided to the platform by the acquisition manager until the first platform is delivered as a standard operational platform.

Mandatory Allowances. Allowances will be mandatory and reflect quantities to be maintained.

Equipment Standardization. Equipment/Systems Management, for selected items, will emphasize service-wide equipment modernization and standardization and elimination of higher costs of supporting nonstandard equipments and systems.

IV. Logistics System Functional Roles

While the principles define the values and philosophy and the characteristics describe the attributes of the future logistics system, various role definitions are needed to describe how the system will work to support the units performing the operational missions. The following are considered the most significant roles for the future system. They are not intended to be all inclusive. They are organized in sequential order with core functional roles (those that apply to all engineering disciplines) first, and then individual functional roles for aviation, shore and vessel logistics.

As with the characteristics, the roles are defined functionally. The roles might be filled by either individuals or organizations, or both. They are not intended to be constrained to current organizations. Any of these functional roles could be implemented in several ways.

A. Core Functional Roles

1. Facility Manager

   Translates the operating program needs into facility requirements.

   Describes the facility requirements for the operating programs.

   Coordinates with the Logistics Advocate and the operating programs to ensure that the facility requirements are met. Obtains and provides resources to the Logistics Advocate to support facility requirements.

   Continually evaluates/improves the operational effectiveness of the facility to meet mission requirements

2. Logistics Advocate

   Manages the logistics system to satisfy facility requirements.

   Sets strategic direction, goals, objectives; establishes doctrine, policy and procedures for integrated logistics.

   Coordinates with customers at all levels to ensure the logistics system supports operational missions.

   Obtains resources and makes macro-level distribution of resources to perform logistics functions.

   Continually evaluates/improves the performance of the logistics system.

3. Configuration Control Board

   Cross-functional team that reviews proposed configuration changes in response to changing facility requirements.

   Ensures all ILS elements are addressed.

   Makes decisions based on trade-off, cost-benefit and value-added analyses.

   Communicates approved changes.

4. Acquisition Manager

   Acquires a facility which is supportable throughout its life cycle.

   Leads cross-functional teams to ensure all life cycle ILS elements are included in acquisition.

   Ensures that the equipment or platform acquired meets the sponsor's requirements.

   Makes decisions based on trade-off, cost-benefit and value-added analyses.

   At delivery ensures that all planned support is in place to commence the operational phase.

5. Platform Manager

   Manages the logistics support for a platform type/class during the Sustainment and Disposal Phases by developing and maintaining necessary support plans.

   Establishes logistics support philosophy.

   Coordinates with customers (including, Facility and Acquisition Managers) to ensure the platform supports the operational missions.

   Obtains and distributes resources from the Facility Manager to implement the support plan.

   Continually evaluates/improves the performance of the platform.

   Leads cross-functional teams to plan, develop and analyze configuration changes. Manages the configuration data at the platform level.

6. Equipment/Systems Manager

   Manages the logistics support for an equipment/systems type, across multiple platforms, during all life cycle phases by developing and maintaining the equipment support plan.

   Establishes logistics support philosophy.

   Leads cross-functional teams to ensure all life cycle ILS elements are included in equipment acquisition.

   Ensures that the equipment acquired meets the sponsor's requirements.

   At delivery, ensures that all planned support is in place to commence the operational phase.

   Coordinates with customers (including Facility and Platform Managers) to ensure the equipment supports the operational missions.

   Obtains and distributes resources from the Facility Manager to implement the support plan.

   Continually evaluates/improves the performance of the equipment.

   Plans, develops and analyzes configuration changes and manages the configuration data at the equipment/systems level.

   Reviews all proposed configuration changes in response to changing requirements. Ensures all ILS elements are addressed.

7. Supply Manager

   Supports platform, equipment, maintenance management and product line managers by executing commodity and item plans derived from equipment and platform support plans.

   Executes the supply portion of the acquisition, platform and equipment support plans.

   Supports alterations and field changes.

   Supports repairs in response to actual material conditions.

   Continually evaluates and recommends improvements to platform and equipment support plans.

   Performs centralized planning and management of system-wide inventory.

   Develops and analyzes supply data.

B. Aviation Logistics Functional Roles

1. Product Line Managers

Performs logistics support for Air Stations and provides a single point of contact between the logistics system and the Air Station. Provides matrix management between technical, maintenance and supply functions.

Provides technical support to Air Stations.

Coordinates maintenance support beyond the capability of unit level maintenance.

Continually evaluates and requests improvements to the platform and equipment support plans.

Develops and analyzes logistics data.

2. Air Station Logistics Officer

Schedules, coordinates and performs scheduled and unscheduled maintenance, repairs and alterations for individual aircraft as required equipment and platform support plans.

Ensures aircraft are logistically prepared to perform their missions.

Performs supply support such as procurement, inventory management, material receipt, material staging, parts expediting, transportation, in direct support of its assigned aircraft.

Coordinates unit level maintenance support.

Provides ancillary logistics services.

Continually evaluates and requests improvements to the platform and equipment support plans.

Develops, analyzes and updates maintenance/logistics data at the time of the event.

Continually evaluates and recommends improvements to platform and equipment support plans.

C. Vessel Logistics Functional Roles

1. Maintenance Manager

Schedules and coordinates maintenance, repairs and alterations for individual vessels as required by equipment and platform support plans as modified by the material conditions.

Executes the maintenance portion of the platform and equipment support plans.

Implements alterations and field changes.
Implements repairs in response to actual material conditions.

Continually evaluates and recommends improvements to platform and equipment support plans.
Develops and analyzes maintenance data.

2. Support Unit

Performs logistics support for vessels, providing a single point of contact between the total logistics system and the vessels.

Performs supply support such as procurement, inventory management material receipt, material staging, parts expediting, transportation, etc., in direct support of its assigned vessels.

Performs maintenance support such as maintenance assistance, casualty response, maintenance augmentation, material condition assessment, etc.

Provides other port services as needed.

Acts as the point of contact for all logistics services beyond the capability of the Support Unit.

Provides a single voice for the logistics system to and from the ship.

Provides Vessels Logistics Management for those vessels without an on-board capability.

Continually evaluates and requests improvements to the platform and equipment support plans.

3. Vessel Logistics Manager

Manages the vessel's logistics system for the commanding officer.

Performs unit level maintenance and supply tasks and updates the logistics database at the time of the event.

Develops and modifies logistics plans to reflect underway logistics needs for specific missions.

Ensures the vessel is logistically prepared to perform its missions.

Continually evaluates and requests improvements to the platform and equipment support plans.

D. SHORE LOGISTICS FUNCTIONAL ROLES

To Be Determined

V. Appendix 1 - Description of Principles

A. Customer Focus

1. Operational missions must drive logistics response, and the logistics system can help optimize operational effectiveness.

   (a) The operational missions are the starting point for planning logistics support. The mission criticality for each piece of equipment defines the priorities for logistics support.

   (b) The logistics system includes all the resources (people, equipment, documentation, facilities, etc.) necessary to accomplish the logistics mission. This includes both manual and automated functions.

   (c) Can help optimize operational effectiveness recognizes that logistics has a direct and continuous contribution to operational readiness -- the ultimate goal.

2. The logistics system will be customer-focused, proactive, flexible and responsive to the customer's changing needs.

   (a) The customer uses the output from a logistics process. The end customer of the processing chain is the unit performing the operational mission. However, there are many customer-partner-supplier relationships along the way.

   (b) A customer-focused system is the orientation for all design changes (i.e., changes to policy, procedures, information systems, technology, and organizations), assuring that the end customer of a process will benefit from change.

   (c) A proactive `push' orientation anticipates needs and assures the resources needed to accomplish a logistic's task are available where and when needed. The current system is `pull' oriented, that is customers generally request support and resources.

   (d) A flexible system recognizes the requirement to accommodate the changing needs of the logistics system's customers. The entire system promotes and accommodates change so that improvements are made for the customer's benefit as well as dealing with changes to USCG missions, the operating environment, and assets.

   (e) A responsive system anticipates that there will always be the need to respond to customer requests, recognizing that all needs cannot be anticipated.

3. The logistics system will minimize the logistics burden at units performing operational missions.

   (a) Minimize the logistics burden allows the units to focus on operational missions by off-loading logistics processes that the logistics system can perform automatically or more efficiently.

B. Decision Making

1. The logistics system will be led by a flag level advocate.

   (a) The flag level advocate for the logistics system will provide a logistics perspective, set logistics policy, and be the Commandant's primary advisor for logistics issues.

2. Logistics decisions will begin in the Concept Formulation Phase and continue through Acquisition, Sustainment and Disposal based on a logistics system that full integrates all logistics elements.

   (a) The Concept Formulation Phase brings operating, acquisition and support managers (including platform and equipment/systems managers) in at the beginning of the life cycle where significant support cost decision making occurs.

3. The logistics decision making process will be team based. Cross-functional teams, including the customers, will be used to help decide significant issues in logistics planning, policy, execution, resources, priorities, etc.

   (a) The decision making process encompasses logistics support decision making for life cycle phase transitions as well as the management and control of change.

   (b) Team based decision making is a recognition of the existence of logistics across all support and operational programs.

4. Requirement Based Planning will be used for resource and level of support decisions.

   (a) Requirements Based Planning is a method which generates approved forecasts of support needs based on mission and customer requirements, priorities, and continuous evaluation of system performance.

5. Logistics management decisions at the equipment level will be based on life cycle support issues.

   (a) Equipment level includes selected (USCG and OGA) HM&E, electronics, and ordnance systems.

(b) Life cycle support issues include Acquisition issues (e.g., configuration management, maintenance planning, training support, technical data management, support equipment, etc.) and Sustainment issues (e.g., obsolescence, maintainability, problems with supply sources, frequency and duration of down time, technological change, etc.)

6. Economic decisions for the logistics system will be based on minimizing total costs. A cost accounting and benefit analysis system will exist to support this process.

(a) Total costs emphasizes that decision making is based on the aggregate of all costs including manpower, materials, time, facilities, operational costs, etc.

(b) A cost accounting and benefit analysis system will capture the costs and provide the measures against which those costs can be compared.

C. Decision Support

1. The logistics system will respond to changing needs through reengineering and continuous improvement.

(a) The reengineering methodology is used when taking a top down approach to system analysis and redesign. This approach is warranted with cross-functional problems exist. Sound business decisions will not be constrained by existing systems/practices.

(b) The continuous improvement methodology is used to incrementally improve a process.

2. The logistics system will be supported by an Integrated Logistics Information System. This system will provide for coordinated management decisions and interoperability with DoD/OGA/Commercial logistics networks.

(a) An Integrated Logistics Information System will take advantage of modern technology to meet the cross functional, cross organizational information requirements of logistics. A modern, integrated system will provide a database of logistics information where data need only be entered once to be available to all users.

(b) Interoperability will allow the automatic distribution to and access of selected information from external suppliers.

3. The logistics system will be Configuration Based and capable of providing visibility of all assets at all levels.

   (a) A Configuration Based system provides timely and accurate technical information about Configuration Items (CI) and how they relate to other CI.

   (b) Visibility of all assets at all levels provides information about the plans, physical population, physical locations, condition of the assets, etc. for facility, platform, equipment, and item management.

4. The logistics system will be capable of driving out variability. Where variability is appropriate, the logistics system will be capable of managing it.

   (a) Driving out variability in equipment across the fleet reduces support costs and improves logistics support service. Variability in equipment increases the need for technical information and resources (i.e., people, parts, facilities, suppliers, funds, training, support equipment) necessary to maintain equipment.

   (b) Where variability is appropriate recognizes the need to support nonstandard equipments that will be introduced into the logistics system. The logistics system will provide management capabilities to units for self sustained support of nonstandard items.

5. The logistics system will be capable of minimizing system-wide Inventories.

   (a) Minimizing system-wide inventories treats all physical items, regardless of location (i.e., shipboard, local shore side, and Supply Center inventories), as a single resource for supply management. This enables optimizing inventory investments.

D. Measurement

1. The primary measure of effectiveness will be engineering logistics support provided to the unit performing the operational mission. The primary measure of efficiency will be the utilization of resources.

2. The logistics system will be capable of measuring logistics performance at all levels.

   (a) Measures of logistics performance include responsiveness, cost effectiveness, reliability, availability, etc.

E. Workforce

1. The logistics workforce, both military and civilian, will have the job skills and tools needed to do the job.

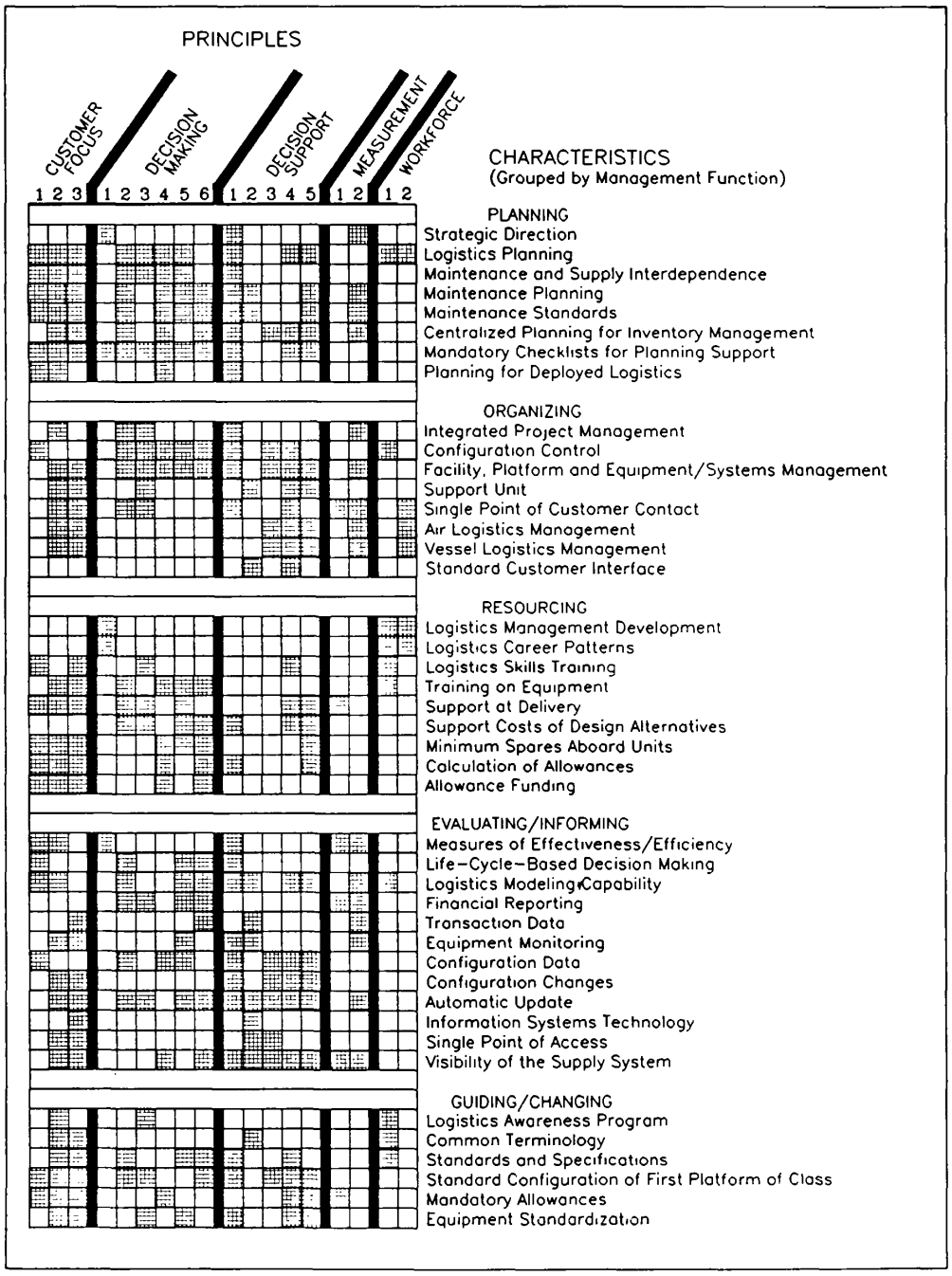
   (a) Have the job skill implies training and competence beyond classroom instruction, or previous experience, in the logistics disciplines and in the application of policies, procedures, and information systems of the USCG logistics system.

   (b) Tools needed to do the job implies a commitment to find out what tools are available, what tools are needed and to provide those tools to the workforce.

2. Logistics professionals, both military and civilian, will be developed within professionally rewarding career patterns.

   (a) Professionally rewarding career patterns addresses the need to treat the management positions for Acquisition, Engineering, Maintenance, and supply as an integrated set with the status of those in other career patterns. Logistics professionals must receive a proper mix of both operational and support assignments to ensure the appropriate expertise is available and that they are able to complete favorably for promotion and desired assignments.

VI. Appendix II – Characteristics to Principles Map Matrix



VI. Appendix III - References

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"Focusing Planning for Supply Management: Objectives, Policies, Oversight and Review"

"Preparing Coast Guard Officers to Manage Central Supply Departments"

"Uniform Supply Management Processes for Coast Guard Supply Centers"

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Office of Engineering, Logistics and Development Program Description

Coast Guard Metric Conversion Plan

VNTSC Studies

Configuration Management Analysis

Office of Engineering, Logistics and Development Business Analysis

SAIL Information Systems Plan

Supply Center Brooklyn Business Analysis

Supply Center Curtis Bay Business Analysis"

Maintenance and Logistics Command, Atlantic (v) Business Analysis

Maintenance and Logistics Command, Pacific (v) Business Analysis

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"Audit of Special Projects Material at the U.S. Coast Guard Supply Center Brooklyn"

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Other Strategic Studies

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The Strategic Environment (CNO)

National Transportation Strategic Planning Study

VII. Appendix IV - Acronyms

270	270' WMEC
378	378' WHEC
A School	Rating School
ACMS	Aviation Computerized Maintenance System
AFC-30	Allotment Fund Code 30 (General Operating Expenses)
AETTAC	Aviation Enlisted Training Technical Advisory Committee
AFC-41	Allotment Fund Code 41, Aviation Maintenance Account
AIA	American Institute of Architects
AIM	Accountable Item Management
AMMIS	Aviation Maintenance Management Information System
AR&SC	Aircraft Repair & Supply Center
ARMS	Automated Requisition Management System
AT	Acquisition Technical Support Staff (G-AT)
ATIMS	Aviation Technical Information Management System
ATON	Aids to Navigation
ATTC	Aviation Technical Training School
BOA	Basic Ordering Agreement
C School	Advanced Training Course
CASREP	Casualty Report
CBMis	Computer Based Management Information Systems
CE	Civil Engineering
CEDS	Civil Engineering Database System
CIM	Corporate Information Management (DOD initiative)
CMPlus	Configuration Management Plus Project
CM	Configuration Management
COLD	DOD Conference of Logistics Directors
CONOP	Concept of Operations
CSF	Critical Success Factors
CSS	Centralized Shipboard Supply
CWO	Chief Warrant Officer
DC	Damage Control Rate
DLA	Defense Logistics Agency
DLSC	Defense Logistics Services Center
DOD	Department of Defense
DOT	Department of Transportation
DRCT	Depot Repair Cycle Time
EAE	Aeronautical Engineering Division (G-EAE)
EC&R	Environmental Compliance and Relocation

ECV	Civil Engineering Division (G-ECV)
EILO	Enhanced Integrated Logistics Overhaul
ELC	Engineering Logistics Center
ELM	Logistics Management Division (G-ELM)
ELM-1	Logistics Management Division Program Evaluation Branch (G-ELM-1)
ELM-2	Logistics Management Division Policy Branch (G-ELM-2)
ELM-4	Logistics Management Division IRM Branch (G-ELM-4)
ELM-5	Logistics Management Division Configuration Management Branch (G-ELM-5)
EM	Electricians Mate Rate
EOQ	Economic Order Quantity
ELSC	Engineering Logistics Steering Committee
ES-3	Industrial Management Staff (G-ES-3)
F&S	Warrant Finance & Supply Specialty
FEDLOG	Federal Logistics Data
FLS	Fleet Logistics System
FRAM	Fleet Renovation and Modernization (for High Endurance cutters)
GSA	General Services Administration
GSE	Government Supported Equipment
HAZMAT	Hazardous Material
HQ	Headquarters
ICP	Inventory Control Point
ILS	Integrated Logistics Support
IRM	Information Resources Management
ISP	SAIL Information Systems Plan
JLB	Joint Logistics Board
LCC	Life Cycle Cost
LIFO	Last In, First Out
LMI	Logistics Management Institute
LRFP	Logistics Requirements Funding Plans
LSA	Logistics Support Analysis
MILSTAMP	Military Standard Transportation and Movement Procedures
MLCA	Maintenance and Logistics Command Atlantic
MLCP	Maintenance and Logistics Command Pacific
MLCs	Maintenance and Logistics Commands
MMA	Major Maintenance Availability (for Medium Endurance cutters)
MMS	Materials Management System
MRP	Materials Requirements Planning
MTBF	Mean Time Between Failure
NBS	National Bureau of Standards
NEPGT	Naval Engineering Program Guidance Team
OE	Operating Expense Appropriation

OGA	Other Government Agencies
PCO	Prospective Commanding Officer
PG	Postgraduate School
PPA	Personal Property Accountability
PXO	Prospective Executive Officer
RCP	Resource Change Prospectus
RFI	Ready For Issue
SAC	Supply Advisory Council
SAIL	Systems to Automate and Integrate Logistics (managed by G-ELM)
SCB	Supply Center Brooklyn/Supply Center Baltimore
SCC	Systems Coordinating Council
SCCB	Supply Center Curtis Bay
SFPP	Shore Facilities Planning Process
SK	Storekeeper Rate
SLEP	Service Life Extension Program (for Aids to Navigation vessels)
SLUC	Standard Life Users Change
SUPCEN	Supply Center
SWOT	Strengths/Weaknesses/Opportunities/Threats
TCC	Transportation Computer Center
TDR	Transportation Discrepancy Report
TQM	Total Quality Management
USCG	United States Coast Guard
VNTSC	Volpe National Transportation Systems Center
WAGB	Icebreaker
WHEC	High Endurance Cutter
WLB	Seagoing Buoy Tender
WMEC	Medium Endurance Cutter
WPB	Patrol Boat
WTGB	Icebreaking Tug
YARD	Coast Guard Yard, Curtis Bay, MD